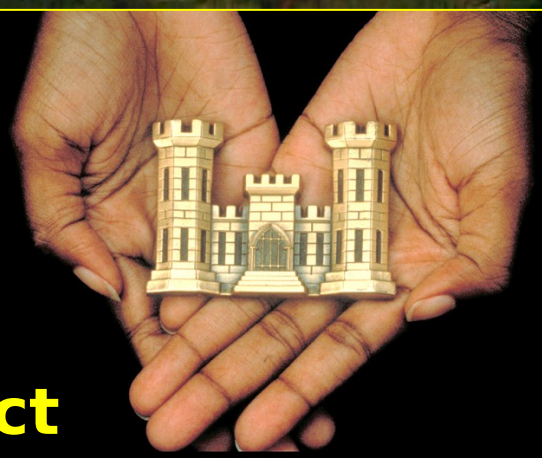
LTG Robert B. Flowers Town Hall Meeting



23 October 2001
Rock Island District

My Intent

- Provide Excellence with Integrity & Credibility
- Serve the Army and its Transformation
- Serve the Nation through Effective stewardship of Water Resources
- Accomplish Our Environmental Responsibilities
- Seek Consensus - Do What is Right

USACE = Synergy

“Synergy is the fruit of thinking win-win and seeking first to understand … It’s not compromise … It’s the creation of third alternatives that are genuinely better than solutions individuals could ever come up with on their own.”

Stephen R. Covey

Everyone's Responsibilities

Know Your Job …

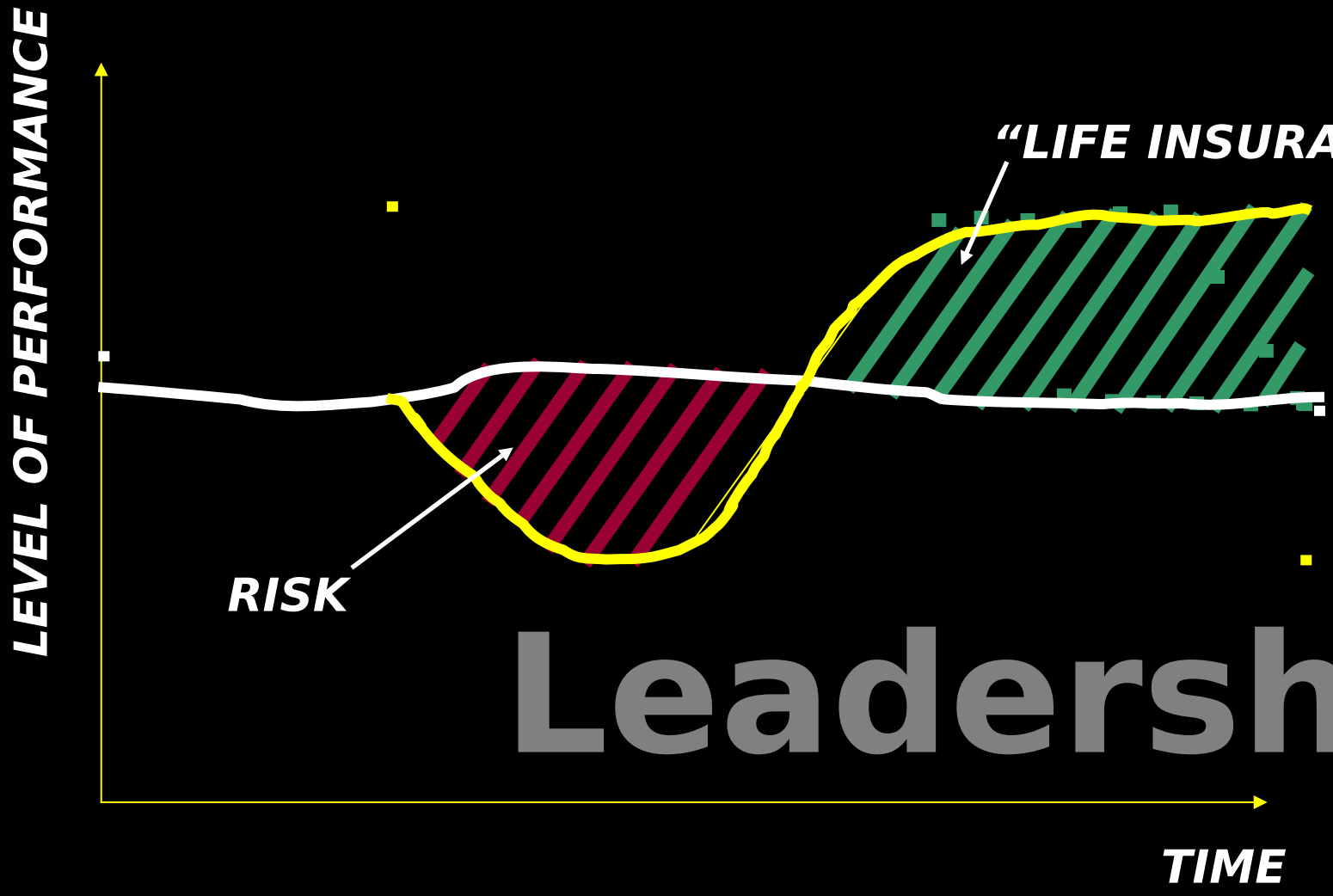
Situationally Aware …

and …

Every Individual is Due Dignity and Respect

Be Healthy …

The Empowerment Curve



Leadership

"Just Do It"

Ask yourself:

1. **Is it good for my customer?**
2. **Is it legal and ethical?**
3. **Is it something I am willing to be accountable for?**

If so, don't ask for permission.

You already have it.

Do it!

Initiative
Commitment
Teamwork

Relationships

- **Not Easy - Be Proactive** ***Building Positive Relationships***
- **If Problems Arise, Remember: Politics are local -- Try to Fix at Local Level**
  (hint: before it gets to Washington DC)
- **Active Listening, Not Just Telling Our Story**
- **Seek to Build Coalitions**
- **Recognize Importance of Community Decision-Makers' Opinions - It is good if they speak out in support of us !!**

30 Second Commercial ...

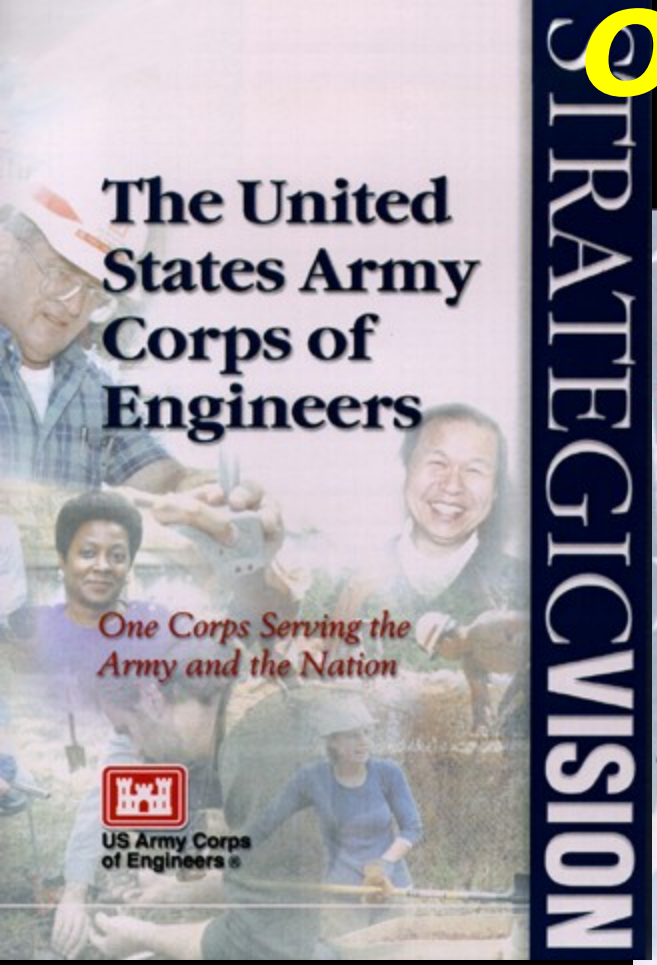
Corinne Wood
Lieutenant Governor
State of Illinois

Relationship Building

With State Officials

With the Public

Our Strategic Vision



STRATEGIC VISION

OUR PURPOSE

Serving the Army and the Nation

OUR MISSION

PEACE
WAR
SPECTRUM OF USACE OPERATIONS
Water Resources
Environment
Infra-structure
Disasters
Warfighting
Creating synergy between water resource development and environment
Restoring, managing and enhancing ecosystems, local and regional
Building and sustaining the critical facilities for military installations and the public
Responding to local, national and global disasters
Providing full spectrum engineering and contingency support

VISION STATEMENT

The world's premier public engineering organization responding to our nation's needs in peace and war.

A full spectrum Engineer Force of high quality, dedicated soldiers and civilians:

- Trained and ready,
- A vital part of the Army,
- Dedicated to public service,
- An Army values-based organization.

STRATEGIC GOALS

PEOPLE. Be recognized for the technical and professional excellence of our world class workforce, functioning as teams delivering projects and services.

PROCESS. Use the Project Management Business Process to operate as ***One Corps***, regionally delivering quality goods and services.

COMMUNICATION. Communicate effectively to build synergistic relationships that serve the nation.

Who we are...

What we do...

Where we are going...

Who We Are

The World's Premier Public Engineering Service

- **Trained and Ready**
- **Talented**
- **Dedicated**
- **Diverse**
- **Indispensable**

goarmy.com

U.S.ARMY

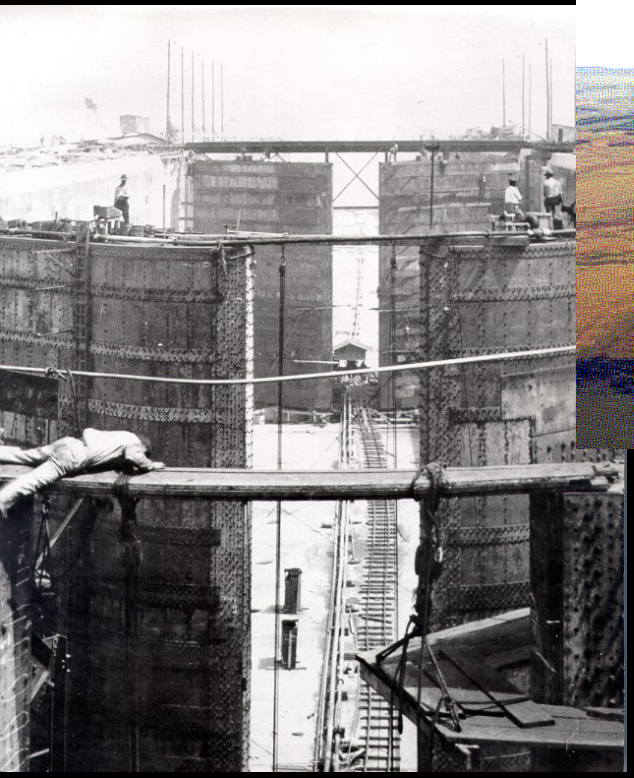
SM

"Essayons - Let Us

What We Do

Serve the Army and the Nation

Camp Bondsteel, Kosovo



Panama Canal Construction, 1912

Everglades Restoration, 2001

"Essayons - Let Us

Where We Are Going

Inside the Corps ... People, Process, Communication

- More Regional
- Synergy between technical/project management

–

To Those We Serve ...

- More Transparent
- More Efficient - less costly

"Essayons - Let Us Try!"

Global Imbalance

The "Haves"

- Rising standard of living
- Palm Pilots and Wireless Internet

e full of
unity

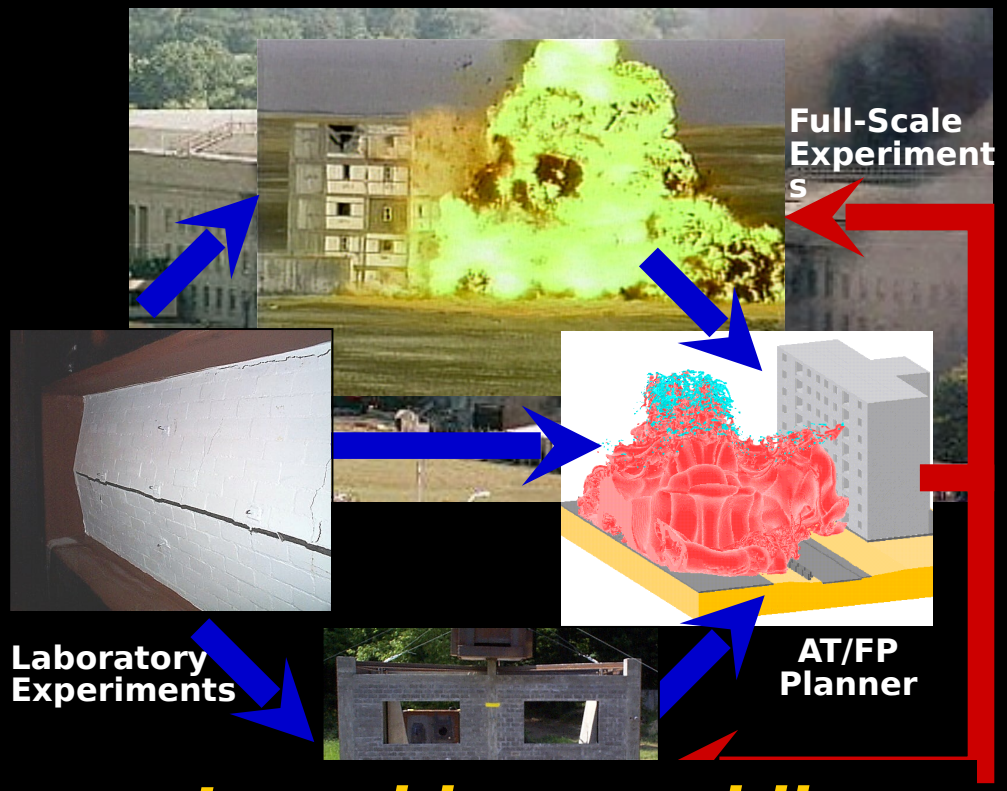
The "Have Nots"

- Rising infant mortality
- Impure water sources
- Political imbalance
- Little hope for the future

National Defense Strategy: *Prepare, Shape, Respond*

Pentagon/WTC Attacks

- 11 September, 2001 – *"Where were you?"*
- Our Response
- Road Ahead



'To the Corps of Engineers I would say…while your history is impressive, given the current situation your finest hour is a chapter yet to be written.'

Important Issues

- Your Morale
- Security and support to homeland defense
- Hire, develop and retain world class talent
- Maintain the “right” technical proficiency
- Upper Mississippi Report

IG Report

What Happened ?

- **Good officers - good people involved**
- **It takes courage … an Army and Corps Value … to be on the public stage**

What is Next ?

- **Must be viewed as an Opportunity**
- **Congressional Testimony**

  http://www.hq.usace.army.mil/executive/speech.htm
- **Seek the best science available**
- **Study re-started August 2001**

MacArthur to Sturgis

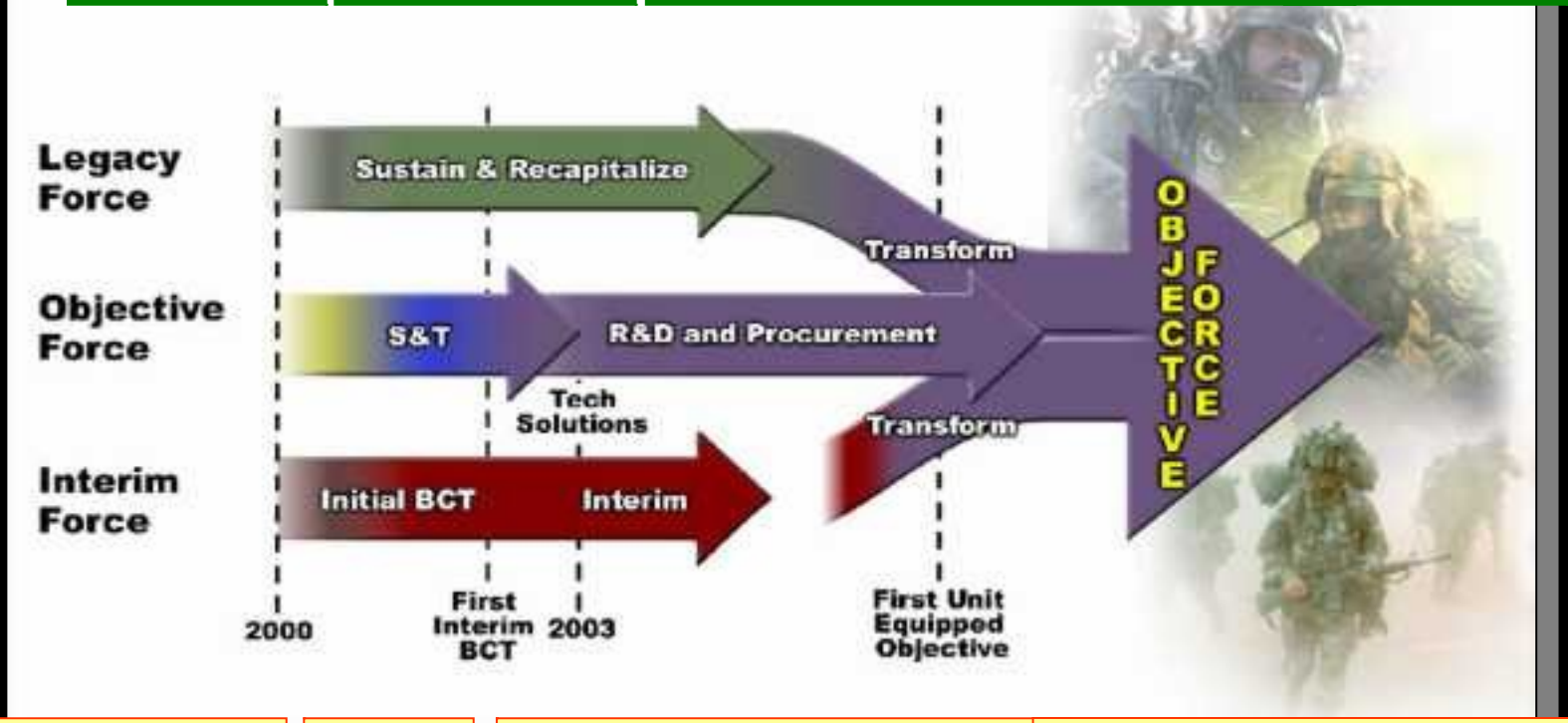
“Sam, always remember this: The Corps’ fame is not the Panama Canal, the Washington Monument, the gigantic dams on the Missouri, flood protection and navigation on the Lower Mississippi and the Ohio, the wonder of its modern air base construction, and the like. *What the Corps is most famous for is its ability to say ‘No’ when ‘No’ should be said.”*

credibility

-- General of the Armies Douglas MacArthur to LTG Sam Sturgis, 38th Chief

Army Transformation

Ranges | Barracks | Maintenance Facilities | Housing



Doctrine | R&D | Engineer Services | Environmental Studies

...Responsive, Deployable, Agile, Versatile, Lethal, Survivable, & Sustainable

USACE - Essential to Army Transformation

ENGLINK

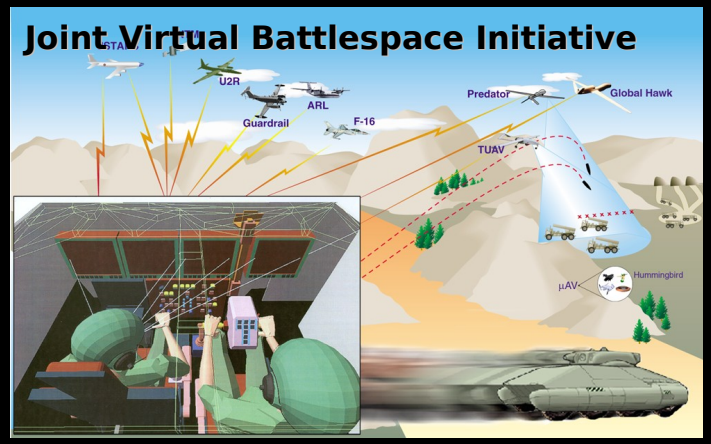
- New Doctrine - No ad hoc solutions
- Tele-engineering

Research and Development

- Joint Virtual Battlespace
- Modeling & Simulation

Infrastructure Support

- Programmatic EIS
- Training Range Design & Construction



Fort Future

What does this mean to you?

Local Issues

Successes:

- 2001 Flood Response
- Rehab & Repair Capability
- Lincoln Foundation Award

Challenges:

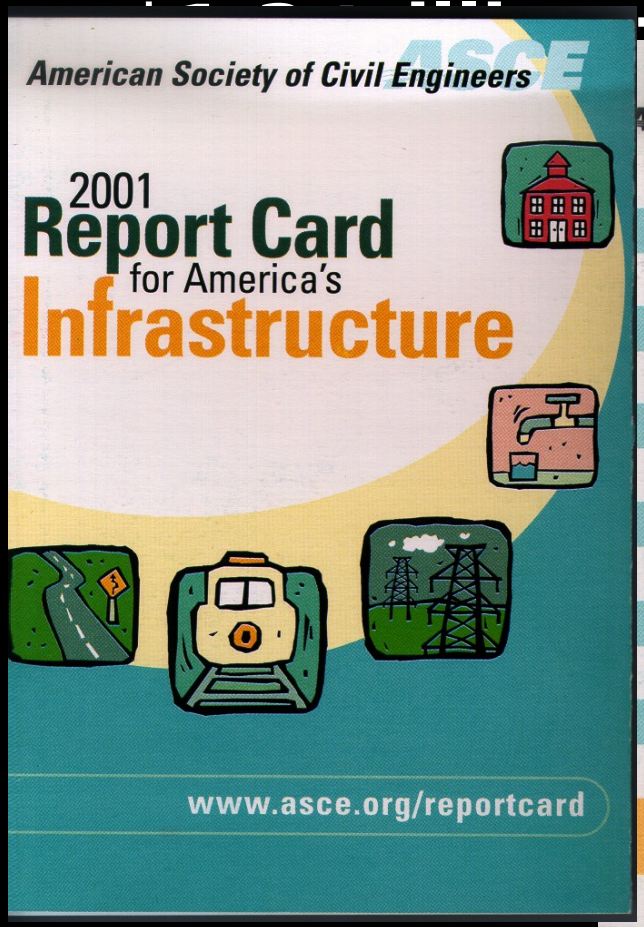
- Navigation Study
- O&M Backlog & Rehab Funding
- Technical Workforce Recruitment

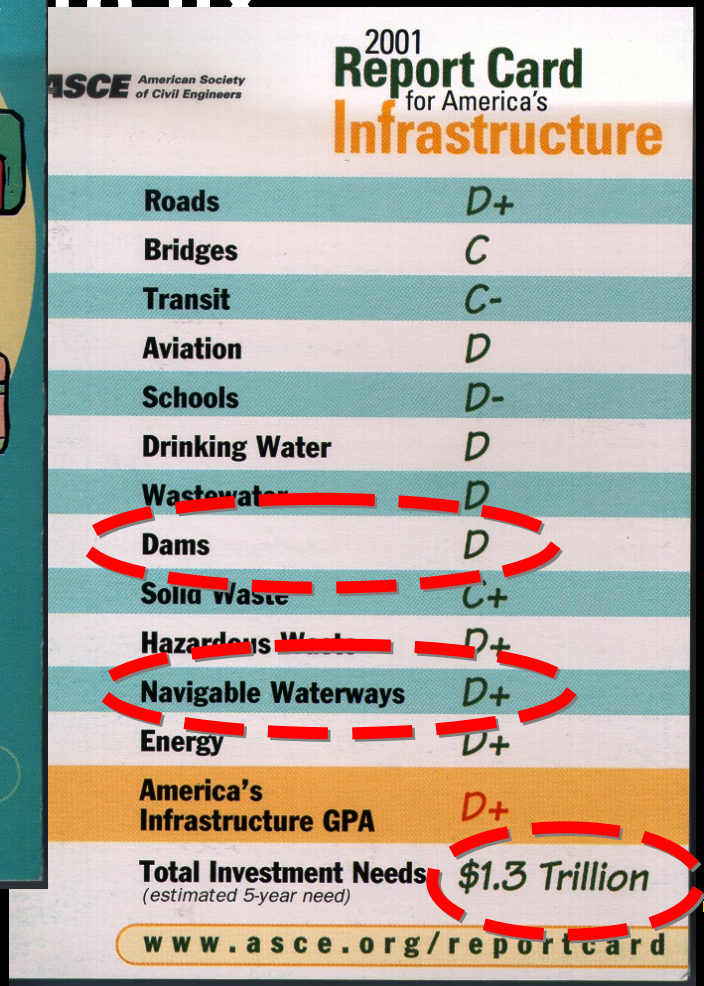
My Charge to YOU

- You are Special - Be Proud of Our 226 Years of Service to The Army and to the Nation
- Be Optimistic, Our Future is Bright

The Nation's Infrastructure

Civil Engineers Give Nation's Infrastructure a 'D+', say it will cost [illegible] to fix



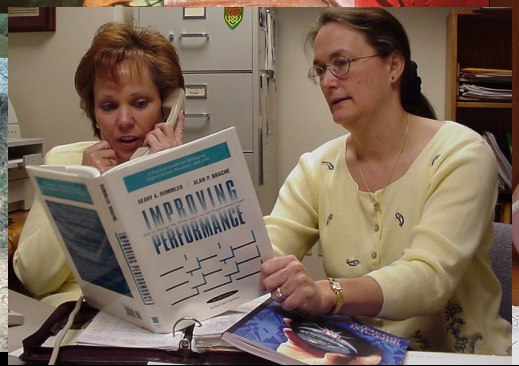


Civil Works opportunity . . .

. . .the bottom line

My Charge to YOU

- You are Special - Be Proud of Our 226 Years of Service to The Army and to the Nation
- Be Optimistic, Our Future is Bright
- Focus on Each Other
- Carpe Diem
- Smile and Have Fu



Sherman to Grant

“I knew wherever I was that you thought of me, and if I got in a tight place you would come -- if alive.”

-- William T. Sherman

Essayons!

LTG Robert B. Flowers
Town Hall Meeting
Let's Have Some Fun
23 October 2001
Rock Island Distri